



RACQ Innovate Reconciliation Action Plan

October 2022 – October 2024





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Acknowledgement of Country

RACQ acknowledges the Traditional Custodians of the land on which we live and work. We pay our respects to Elders past, present and emerging. We support our people to make their own meaningful acknowledgement statements while acknowledging the important role of Aboriginal and Torres Strait Islander peoples within RACQ and the communities in which we live and work.

We are proud that we live in the country with the world’s oldest continuous living cultures and we support Aboriginal and Torres Strait Islander peoples to keep these cultures and languages alive and vibrant.

Aboriginal and Torres Strait Islander readers are advised that this document may contain images of First Nations peoples who have passed away.



RACQ’s first Indigenous Community Assistance Project in Yarrabah, the traditional country of the Gunggandji and Yidinji people



RACQ Foundation
volunteer Albert Budworth
with King of Yarrabah
Vincent Jabaan Shreiber

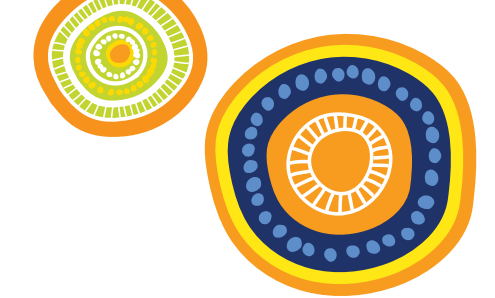


Our Design Statement

Created by Cairns-based Aboriginal and Torres Strait Islander design agency, Ingeous Studios, RACQ's Innovate Reconciliation Action Plan (RAP) incorporates modern Aboriginal and Torres Strait Islander design elements to symbolise our progress towards reconciliation, paying utmost respect to Australia's First Nations peoples.

The original design elements in our Reflect RAP were symbolic of a healing waterway, in which Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians gathered to embrace and heal through the sharing of knowledge and understanding of First Nations cultures and past injustices. These elements continue and have evolved to embrace five key elements including Race Relations, Equality and Equity, Institutional Integrity, Unity and Historical Acceptance.

The pattern on the outer centre of the waterway represents a pathway in the coming together of Aboriginal and Torres Strait Islander and non-Indigenous Australians in a journey of understanding, acknowledgement and healing, embracing all cultures, united as one people. The outer element symbolises RACQ's journey to embrace reconciliation.



The background represents the coming together of voices through the work of RACQ's leaders, employees and stakeholders in providing a brighter future of Australia's First Nations peoples through our shared voice and commitment to improving and building respect, relationships and opportunities.

ABOUT THE DESIGN STUDIO AND DESIGNER

The design was created by Leigh Harris from the Cairns-based Aboriginal and Torres Strait Islander design agency, Ingeous Studios. Leigh is the creative director at the digital design studio and co-founder of IndigeDesignLabs.

As an Aboriginal creative digital entrepreneur with more than 25 years in the creative and digital production industries, Leigh carries out design, coding and filming work and has a passion for an inclusive world that is free from exception or class rule. He embraces revolutionary ideas that turn the box upside down and innovates for positive impact.

Message from our CEO



David Carter, RACQ Group CEO

RACQ is pleased to present its Innovate Reconciliation Action Plan (RAP).

As a purpose-led Queensland-based organisation which has operated for more than 117 years, we have supported people and communities across the state and know the important role we have in building an inclusive, sustainable and safe society for our members and non-members.

RACQ's purpose is to make a positive difference to the lives of our members now and into the future and this means contributing to reconciliation through everything we do, in

and for our communities with a specific focus on education, employment and advocacy.

Working closely with our First Nations peoples, we've partnered with leaders and community groups on road safety education and community sponsorship programs for some time. While we recognise this is just a start, our Innovate RAP provides RACQ with a blueprint for us to make further meaningful contributions to reconciliation in Queensland over the next two years.

It's been great to see our teams embrace our reconciliation efforts and this has been evident through the regular incorporation of Welcome to Country and Acknowledgement of Country protocols in our business events and gatherings, as well as participation in National Reconciliation Week and NAIDOC Week events.

This year, we are building on the foundations of our Reflect RAP which focused on building a mutually beneficial and sustainable reconciliation pathway. This Innovate RAP is prioritising three key areas which include building cultural awareness and knowledge among our people, enhancing relationships with Aboriginal and Torres Strait Islander leaders, businesses and communities and creating economic opportunities for employment and the procuring of business.

I am immensely proud to live in a country that is home to the oldest continuous culture on Earth, dating back more than

60,000 years. However, I also acknowledge how much First Nations peoples have suffered over the past 200 years and how much work there is to do in terms of reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

I acknowledge that reconciliation must live in the hearts, minds and actions of all Australians as we move forward, creating a nation strengthened by respectful relationships. In partnership with Aboriginal and Torres Strait Islander peoples and communities, RACQ has pledged to become part of the solution.

I'd like to thank the members of RACQ's RAP Working Group for their passion and commitment to the development and implementation of this important document.

Together, we can continue to make life better for all Australians.

David Carter
Group CEO

RACQ's purpose is to make a positive difference to the lives of our members now and into the future and this means contributing to reconciliation through everything we do...

David Carter,
RACQ Group CEO



Assistance Services Consultants Shonnie and Jay Cohen, Dunghutti, Kamilaroi and Aniwan women

RACQ Innovate RAP CEO Statement



Karen Mundine, Reconciliation Australia CEO

Reconciliation Australia commends the Royal Automobile Club of Queensland (RACQ) on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP). Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres

of influence to support the national reconciliation movement. This Innovate RAP is both an opportunity and an invitation for RACQ to expand its understanding of its core strengths and deepen its relationship with its community, staff and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, RACQ will create dynamic reconciliation outcomes, supported by and aligned with its business objectives. An Innovate RAP

is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With more than 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for

impact is greater than ever. RACQ is part of a strong network of more than 1,100 corporate, government and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals RACQ's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide

meaningful impact toward Australia's reconciliation journey. Congratulations RACQ on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

The ancestral home of the Jinibara and Kabi Kabi peoples, the Glass House Mountains are in the same region as three RACQ stores

Our Vision for Reconciliation

At RACQ we want to see and be part of a united and informed country that respects differences and celebrates achievements in making change happen. This relies on mutual respect, developing a deep understanding of past failures and committing to doing better every day.

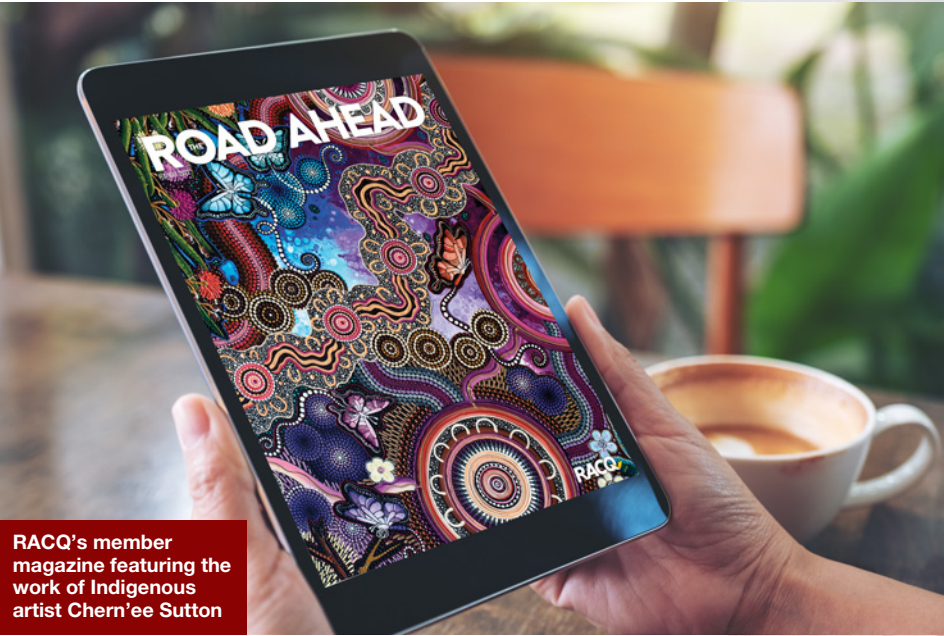
We acknowledge the truth of the past and aim to educate others using this knowledge to build upon an agreed path forward. We recognise that building awareness of Aboriginal and Torres Strait Islander cultures and customs plays a critical role in our reconciliation journey.

Reconciliation in Australia results in all organisations and community groups being truly representative of our population. This includes ensuring we are diverse and inclusive and there are no obstacles to employing Aboriginal and Torres Strait Islander peoples in our team.

For our organisation this also represents equal opportunities for everyone to access housing, finance, education and

- employment. We will do this by continuing to advocate for and provide extensive support through:
- Connecting and supporting our diverse community groups as part of the RACQ Foundation's work.
 - Expanding road safety and financial education programs to include remote Aboriginal and Torres Strait Islander communities.
 - Providing vital banking and insurance services, alongside motoring advice and assistance while supporting those who are experiencing hardship.
 - Leveraging our long-term sponsorship of the rescue helicopter network across our vast state to improve health outcomes for everyone.

Critical to achieving this vision is empowering Aboriginal and Torres Strait Islander individuals and organisations to benefit from participating fully in the economy and to be included in the financial system allowing them to build financial, social and natural disaster resilience for themselves, their family and communities.



RACQ's member magazine featuring the work of Indigenous artist Chern'ee Sutton



RACQ Education team members Janelle Baker and Penny Nuth at St Michael's Catholic School, Palm Island



RACQ Foundation volunteers
Glen Herbert and Uma Rajagopalan
refurbishing the Yarrabah RSL

**Our vision is
for every RACQ
employee to
feel like they
truly belong**

About RACQ

RACQ was founded in 1905 and has grown to become Queensland's largest club, offering a diverse range of products and services to our almost 1.8 million members.

As a mutual company we are purpose-led which means we put people before profit. Our members-first philosophy and values-based culture are what makes us unique. Our purpose is to make a positive difference to the lives of our members now and into the future.

As one of Queensland's largest motor and home insurers, RACQ has been helping members protect the things that matter most to them since 1971. We're there in the moments that matter with the state's largest roadside assistance network – stretching from Cape York to the New South Wales border and across the vast outback. Our call centres are located in Queensland and when members told us they wanted a bank they could trust, RACQ Bank was launched in 2017 to provide an alternative for Queenslanders.

Alongside our members, RACQ is looking to the future. Recognising the importance of sustainability, RACQ acquired a majority shareholding in GEM Energy to help members access renewable energy. From advocating for better and safer roads, to the RACQ Foundation which provides grants to help smaller clubs and community groups to recover from the impacts of natural disasters, to our long-term sponsorship of the RACQ Air Rescue Network, to local sponsorship of grassroots programs, to our industry-leading school education programs, the Club supports communities right across the state.

It's an exciting time to be part of RACQ as we strive to provide smarter solutions to enable members to live and move securely and sustainably.



Solar installation, south east Queensland

Providing insurance, roadside and home assistance, travel, banking and a variety of products and services including solar energy.



RACQ Employee Expo

More than 2,500 employees across five offices and 28 stores across Queensland.



Member Engagement Specialist Lani Bauer, Wakka Wakka woman

33 employees have identified as either Aboriginal or Aboriginal and Torres Strait Islander based on a 2022 employee survey.



Maryborough West Football Club grant

More than \$11m in RACQ Foundation funding delivered to community groups since 2011.



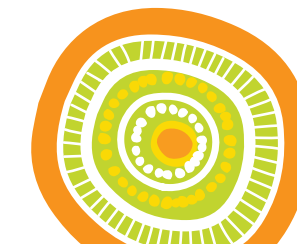
RACQ Foundation Morven Project

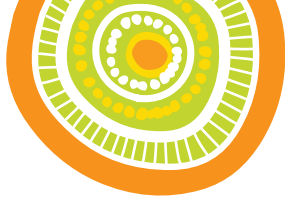
13 Community Assistance Projects delivered since 2016.



St Teresa's Catholic College, Abergowrie

Delivering community road safety education programs across the state since 2007 with teams based in SEQ (Brisbane), CQ (Gladstone) and NQ (Townsville).





Diversity and Inclusion at RACQ

At RACQ, we believe diversity encompasses all that makes us different, both visible and invisible. Inclusion enables us to harness and celebrate those differences, ensuring we create an environment where everyone feels like they belong.

We value a vibrant, diverse and inclusive workforce where the backgrounds, perspectives and life experiences of our employees help us innovate and make better business decisions that best serve our members and their communities.

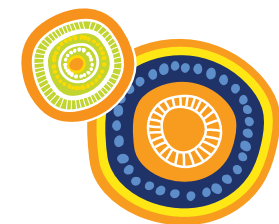
We are committed to ensuring our workforce is truly representative of the Queensland community. While we are already a proudly diverse and inclusive organisation, we strive to make our workplace even more diverse and inclusive so that we can build a future where everyone has the opportunity to grow, flourish and be themselves.

We have built solid foundations that support our approach to reconciliation and taken some important steps forward, but we recognise there is more to do. We have pledged to foster a culture and workplace where we support the growth, development opportunities and fair progression of all our people to help them reach their full potential.

RACQ aims to provide clear and accessible employment pathways for Aboriginal and Torres Strait Islander peoples. Thirty-three employees (about 1.3%) of RACQ employees currently identify as Aboriginal and/or Torres Strait Islander (RACQ employee survey, 2022) and we are committed to improving this over the next two years with a target of at least 2% to better reflect our communities.

As part of our Diversity and Inclusion Strategy, we recognise that having a diverse workforce is vital to achieving our goals set out in our RAP. This strategy has been endorsed by our Executive Committee and supported at all levels of our organisation and, importantly will guide our diversity journey though clear targets and deliverables across five key Diversity Pillars.

- **GENDER EQUALITY**
- **CULTURAL INCLUSION**
- **FIRST NATIONS INCLUSION**
- **LGBTQIA+ INCLUSION**
- **DISABILITY INCLUSION**



Assistance Services Consultant Bowman Johnson, First Nations man



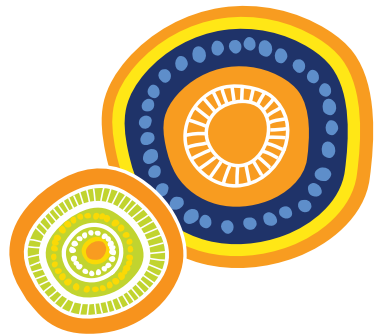
Our 'Innovate' RAP

RACQ's Innovate RAP details our reconciliation journey over the past five years. It also includes our commitment to reconciliation by outlining the actions we plan to take over the next two years and beyond.

We are committed to taking meaningful and sustainable steps towards reconciliation. RACQ has been on a journey to understand and acknowledge the Traditional Custodians of the lands on which we operate and has already developed numerous partnerships with Aboriginal and Torres Strait Islander communities, organisations and peoples.

The development of this RAP gives us pause to consider what we have learnt and achieved and to plan our future actions for reconciliation. It guides us on the next step of our journey.

Queensland is at the heart of RACQ and we have a proud history of partnering with the community and working together with Aboriginal and Torres Strait Islander communities across the state.



Our achievements

Some examples include:

- Launched Aboriginal and Torres Strait Islander designed clothing for retail-based teams, including polo shirts and scarves.
- Installed 20 Acknowledgement of Country plaques in each of the locations throughout Queensland where our business operates.
- Enabled Aboriginal and Torres Strait Islander ARTIE Academy students to obtain their driving licence by gifting seven vehicles to the Academy and offering students up to five free lessons for attending school (>=90% attendance).
- Delivered tailored road safety programs for Aboriginal and Torres Strait Islander youth at a minimum of 10 ARTIE Academy schools and a minimum of five Aboriginal and Torres Strait Islander peoples and other Australians schools and community groups.
- We also deliver these programs to schools throughout Queensland and, whilst it's difficult to determine the number of children at each school who identify as Aboriginal and Torres Strait Islander, we are teaching youth at a minimum of 18 schools each year that have a high population of Aboriginal and Torres Strait Islander students. An example of schools we have delivered this program to: Tagai State College (Horn and Thursday Island Campuses), Our Lady of Sacred Heart Catholic School (Thursday and Hammond Island Campuses) Palm Island, St Michael's Catholic School, Aboriginal and Islander Independent Community School (Brisbane) and Thuringowa State High School (Townsville).

We continue to leverage our large member base to create positive change in the lives of Aboriginal and Torres Strait Islander peoples and ultimately to shape a brighter future for all Queenslanders.

Our focus areas

We will focus on three key areas:

- Building cultural awareness and knowledge for RACQ employees.
- Building relationships with Aboriginal and Torres Strait Islander leaders, communities and organisations.
- Developing employment and procurement opportunities.

Our approach

In conjunction with the launch of the RACQ Diversity and Inclusion Strategy 2019 – 2021, the RACQ Board and Group Executive Committee endorsed and committed to the development and implementation of our Reflect RAP in 2019. In 2022, we are taking the next step to reconciliation with the launch of this Innovate RAP.

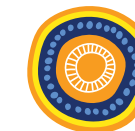
Our RAP consolidates the actions and commitment towards reconciliation that are already underway at RACQ with "Our vision for reconciliation" and future actions to improve our contribution towards reconciliation. We have a rich history of contributing to the Queensland community and see the evolution of this RAP as achieving even more meaningful outcomes for Aboriginal and Torres Strait Islander peoples.

Our Governance

The RAP Working Group is comprised of a diverse cross-section of employees from across RACQ who are passionate about taking action towards reconciliation. The group includes eight Aboriginal and Torres Strait Islander employees who provide important perspectives and insight from lived experiences. Each representative has made a commitment to contribute to the development and implementation of our RAP.

Our RAP Executive Sponsor is RACQ's Group Executive Member and Community, MJ Bellotti. As one of RACQ's most senior leaders, MJ will raise the profile of reconciliation as an organisational priority both internally and externally, and lead by example by actioning our hand-on-heart commitments outlined in our RAP.

A fundamental component of the implementation of our RAP is our strong dedication to seeking proactive external guidance and advice from Aboriginal and Torres Strait Islander peoples within the community.



To support and guide the development and implementation of the plan, a Working Group was established, which comprises the following roles:

- Bank Services Lead
- Claims Management Officer
- GM Corporate Communications
- Senior Foundation Coordinator
- Foundation Coordinator
- Sponsorship Coordinator
- Member Engagement Specialist
- Member Concierge
- Manager Human Resources Business Partnering
- Manager Education
- Assistance Services Consultant x 3
- Category Manager
- Organisational Development Specialist
- Manager Talent
- Collections Officer
- Member Engagement Consultant
- Manager Road Safety and Technical
- Head of CTP Claims

To ensure the successful implementation of our RAP we have formed dedicated committee roles to undertake responsibility for the action items. These roles include:

- Chair
- Deputy Chair
- Secretary
- Communications lead
- Internal Events Leads
- External Events Lead
- Policy and Governance Lead
- External Education Lead
- Internal Training/Learning and Development Lead
- Stakeholder and Community Engagement Lead
- Procurement Lead
- Group Diversity and Inclusion Representative

Our Reconciliation Journey

We achieved important milestones ahead of launching our Reflect RAP in May 2020 including the following:



- Teachers appointed to deliver Road Safety Education in far north Queensland, reaching remote and Aboriginal and Torres Strait Islander communities.

- RACQ made a commitment to acknowledge the owners of Country at all significant meetings and events including board and senior executive meetings, Annual General Meeting and events where large numbers of employees are invited to participate. "Acknowledgement of Country" protocol and education was implemented across RACQ to embed this practice.
- Additional flag poles were erected at our Eight Mile Plains campus to fly Aboriginal and Torres Strait Islander flags.

- The ARTIE Academy partnership commenced to help students receive their licence and close the gap between Aboriginal and Torres Strait Islander students and non-Indigenous students. With a vision that "education is the most powerful weapon you can use to change the world" the ARTIE Academy engages with primary and secondary schools throughout Queensland.
- Facilitated National Reconciliation Week events including an employee session with Aunty Flo Watson, OAM, who spoke about her experience as a child of the stolen generation, living under the Act which restricted movement and removed other basic human rights.
- Participated in NAIDOC Week celebrations including a Flag Raising Ceremony and celebrating Aboriginal and Torres Strait Islander employees.

- Launched our inaugural Reflect RAP, outlining our commitments in May 2020.
- Commenced working with the YMCA and Edmund Rice Flexible Learning Centres across Queensland to provide a modified Docudrama project targeted at Aboriginal and Torres Strait Islander youth.
- Partnered with Brisbane Youth Detention Centre's Cultural Unit to present a modified Docudrama. RACQ's Docudrama is a road safety education program that aims to empower drivers to make more informed decisions for themselves and their passengers. This was later extended to the Redcliffe Transition to Success Program (TTSP) which is a youth justice initiative targeting at-risk youth.
- Incorporated Aboriginal and Torres Strait Islander design from the Reflect RAP into employee uniform design.
- Continued ARTIE Academy Learner Driver Program aimed at helping young Aboriginal and Torres Strait Islander students obtain 100 hours of driving experience.

We have continued to honour our commitments throughout the Reflect RAP period including the following:

- Installed Acknowledgement of Country plaques in our stores across the state.
- Commemorated National Reconciliation Week by unveiling Acknowledgement of Country plaque at the Townsville store, attended by President and Chair Elizabeth Jameson, CEO David Carter and local Wulgurukaba Elder Uncle Brenton.
- Participated in Deadly Choices Together-In-Touch tournament which empowers Aboriginal and Torres Strait Islander peoples, helping to raise money while also giving back to the Aboriginal and Torres Strait Islander communities.
- Local Elder Shannon Ruska performed a Welcome to Country at RACQ's Annual General Meeting.
- Wally Tallis joined the board of the RACQ Foundation. Wally is of South Sea and Torres Strait Islander heritage, with family connections to the Birri Gubba peoples of north Queensland.
- Incorporated Aboriginal and Torres Strait Islander design from the Reflect RAP into corporate T-shirts, worn by the Retail teams in stores as well as the Education Team for its work in schools.
- Hired eight team members into the Assistance Contact Centre referred by ARTIE and Former Origin Greats (FOGS) which included dedicated mentoring services in the new hire journey.

- The February/March edition of *The Road Ahead*, which was distributed to 1.2m Queenslanders, featured the artwork of Kalkadoon artist Chern'ee Sutton on the front cover and included a full-page profile of the artist.
- RACQ's Education team travelled to the Torres Strait to visit school students on Hammond Island (Keriri Island), Horn Island (Ngurupai Island) and Thursday Island (Waibene Island) to deliver the award-winning Streets Ahead education program.
- NAIDOC Week celebrations commenced with a Welcome to Country delivered for the first time by an RACQ employee, Bowman Johnson, a Wiri person from Burri Gubba Nation.
- NAIDOC Week guest speaker Aunty Jasmin Herro shared stories about the Torres Strait Islands and the experiences of her people. In addition to this there was a panel discussion with Aboriginal employees sharing their stories and experiences in the workforce both at RACQ and prior to RACQ. Almost 100 employees physically attended the events and both events were also filmed to enable all employees to participate.
- Acknowledgement of Country banners added to email signature blocks, external RACQ website and internal RACQ intranet site.

Our Progress

Since commencing our reconciliation journey in 2017 and with the launch of our Reflect RAP in 2020, RACQ has made sound progress in building a strong foundation from which we will continue to drive reconciliation and positive social impact. Some of our progress on the core RAP pillars of Relationships, Respect and Opportunities are reflected in our case studies.

Case study: RESPECT

RACQ First Nations uniform design

RACQ launched First Nations-designed clothing for Retail store and Education Team members, including polo shirts and scarves. The Indigenous design for the uniforms was created by Ingeous Studios, the same Cairns-based agency that designed our Reflect RAP. Ingeous Studios is also a Registered Supply Nation organisation.

The clothing design is an extension of the design used in the RAP. Its motif symbolises a journey of understanding which RACQ is embracing to acknowledge and pay respect to Aboriginal and Torres Strait Islander peoples as Australia's First peoples, through modern design elements and colours.

Featuring healing waterways, the elements represent a coming together of Aboriginal and Torres Strait Islander and non-Indigenous peoples through a journey of understanding, acknowledgment and healing.

Bank Services Lead
Christy Mckinless,
Bundjalung and
Gunggari woman

Case study: RESPECT

Acknowledgement of Country plaques

As part of our original commitments set out in our first RAP, RACQ installed a series of 20 Acknowledgement of Country plaques in each of the locations throughout Queensland where our business operates.

Wulgurukaba Elder Uncle Brenton, together with our board, members of the Group Executive and representatives from the RAP Working Group, officially unveiled the plaque in Townsville.

Member Engagement Specialist and proud Wakka Wakka woman Lani Bauer represented the RAP Working Group and said it was a very proud day for her.

"I took the lead in developing the plaques with a particular focus on establishing who the Traditional Owners were for each of our locations," Lani said.

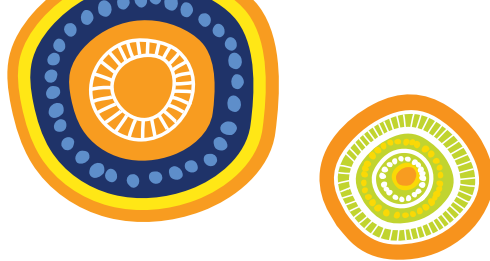
"It's not a straightforward process as often the boundary lines between one Traditional Owner group and another are not fixed and may have changed over time."

The plaques were designed by Ingeous Studios – the design agency that produced our RAP artwork and the design on our uniform and scarves.

They were produced by Aboriginal firm Gecko Engraving – a Supply Nation-certified Aboriginal and Torres Strait Islander organisation which aligns with another of our commitments to start sourcing goods and services from Aboriginal or Torres Strait Islander suppliers.

Unveiling an Acknowledgement of Country plaque in Townsville, RACQ President and Chair Elizabeth Jameson AM, Group Executive Banking Michelle Winzer, Wulgurukaba Elder Uncle Brenton, Member Engagement Specialist Lani Bauer, Wakka Wakka woman and Group Chief Executive Officer David Carter.





Case study: RELATIONSHIPS

Achieving Results Through Indigenous Education (ARTIE) Academy

The ARTIE Academy encourages Aboriginal and Torres Strait Islander students to attend school with a reward program that includes the RACQ ARTIE Academy Driver Licensing Program.

The program offers students up to five free lessons and a \$50 fuel voucher among other rewards for reaching their attendance levels and being part of the program. This serves to enable Aboriginal and Torres Strait Islander peoples and non-Indigenous people attending these schools to obtain their Learner’s Licence through Prep L and provides opportunities for them to complete the mandatory 100 hours in preparation for their practical driving exam.

Manager Education Rhonda McKenzie said the program gave students the potential for added independence as having a licence could be an essential requirement for certain employment opportunities.

In addition to this program, we have donated seven cars to ARTIE Academy-affiliated secondary schools in Bribie Island, Marsden, Beenleigh, Ayr, Mareeba and Ingham, as well as an additional car for south east metro schools. The cars also allow the students to complete their 100 hours of driving practice.

“Our sponsorship with ARTIE is more than just giving money or cars. It’s a partnership and it’s about looking at all the ways we can help young people,” Rhonda said.



Bribie Island State High School students enjoying the benefits of the ARTIE Academy Driver Licensing Program

Case study: OPPORTUNITY

Road safety programs tailored to Aboriginal and Torres Strait Islander youth

Our Education team continues to work closely with young people to help them make better and more informed choices about driving behaviour. The team also delivers specialised education programs to Aboriginal and Torres Strait Islander youth.

Hundreds of students have benefited from the road safety skills learned via primary and high school road safety programs, which have toured Aboriginal and Torres Strait Islander communities in far north Queensland.

Manager Education Rhonda McKenzie said the Education Team visited several regional and remote primary and high schools, including Mornington Island and Torres Strait islands, covering road safety themes including passenger, pedestrian and bike riding safety.

“The power of our program is that we can tailor it for each region’s circumstances,” Rhonda said.

“Compared to south east Queensland where we can teach up to 200 kids at a time, the number of students in these remote schools are smaller.

“However, these kids are even more vulnerable road users within their own communities and when they travel to town the impact can be even more powerful.”

Rhonda said the team had a special surprise in 2021 for the 38 students from Prep to Year 6 at The Cape York Aboriginal Australian Academy.

“Concern was expressed about students riding safely to school with some not owning or using helmets – so we organised a helmet for all students,” she explained. Working with the YMCA and Edmund Rice Flexible Learning Centres across Queensland, the team also delivered a modified Docudrama (an engaging and interactive road safety education program) to suit their student cohort.

Rhonda said the Education Team was drawn to this work as Aboriginal and Torres Strait Islander youth were over-represented in car crashes in Queensland.

“Sadly, the road injury rate is twice the national average in Queensland for Aboriginal and Torres Strait Islander peoples. They are up to six times more likely to be involved in a road crash than non-Indigenous Australians,” Rhonda said.

“We recently expanded our work with community groups, Aboriginal and Torres Strait Islander organisations and government departments to target this group of young people with road safety messages.

“It’s been a great experience to work with these organisations and young people from Aboriginal and Torres Strait Islander backgrounds.”

Docudrama will continue to be rolled out in communities across Queensland.



RACQ Education team member Janelle Baker at Our Lady of the Sacred Heart Catholic School, Thursday Island



Welcome to Country led by Auntie Robyn, ARTIE Academy

Our Learnings

There have been many achievements over the past two years since we launched our Reflect RAP, however, there have also been some challenges.

COVID spread across the world just before we launched our inaugural RAP. The initial impact of this on our business delayed the implementation of our deliverables and, as a result, we extended our RAP by six months.

We also recognise that we have more work to do with foundational learning on cultural awareness. We undertook a training needs analysis; however, this was not implemented. This will be addressed as a priority in this Innovate RAP.

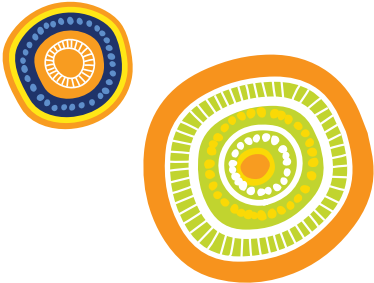
Our key commitment areas for the next two years
This section sets out our commitments for the life of this RAP which will coincide with FY23 and FY24. The commitments will start from October 2022 and finish at the end of October 2024.

- These are the three areas set out by Reconciliation Australia for an Innovate RAP:
- (Building) Relationships
 - (Fostering) Respect
 - (Developing) Opportunities

Relationships
As a 'member-owned organisation', the development of positive relationships is at the core of all we do. We have built many meaningful relationships with organisations and government departments working with Aboriginal and Torres Strait Islander peoples, as well as consulting with a number of Aboriginal and Torres Strait Islander communities during our projects.

While our stakeholders and employees are already broadly aware of our work with Aboriginal and Torres Strait Islander individuals and organisations, we believe that there is an opportunity to build on our past efforts in relationships.

- This means:
- Establishing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
 - Building relationships through celebrating National Reconciliation Week (NRW).
 - Promoting reconciliation through our sphere of influence.
 - Promoting positive race relations through anti-discrimination strategies.



Relationships			
RACQ will continue to build strong and meaningful relationships with Aboriginal and Torres Strait Islander people and communities across Queensland. We believe it is important to RACQ and our core business activities because partnerships enable us to deliver our services to Aboriginal and Torres Strait Islander communities with respect and understanding of the specific needs within these communities. These partnerships will enable RACQ employees to effectively connect with communities through shared experiences and improved communication.			
Action	Deliverable	Timeline	Responsibility
1.1 Establish, maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2023	General Manager Advocacy
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2023	General Manager Advocacy
1.2 Build relationships through celebrating National Reconciliation Week (NRW).	• Invite Aboriginal and Torres Strait Islander peoples to RACQ-hosted NRW events, (e.g. morning teas to share their stories or importance of reconciliation).	May 2023 May 2024	General Manager Advocacy
	• Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023 May 2024	Group Executive Member and Community
	• Encourage RACQ leaders in our locations across Queensland to recognise NRW to engage hearts and minds.	May 2023 May 2024	Group Executive Member and Community
	• RAP Working Group members to participate in an external NRW event.	May 2023 and 2024	Group Executive Member and Community
	• Organise at least one NRW event each year.	27 May – 3 June 2023 and 2024	General Manager Advocacy
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 May 2024	Head of Organisational Development
1.3 Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation publicly via our external communication channels – for example, our website, print publications and social media.	May 2023 May 2024	General Manager Corporate Communications
	• Engage with partner organisations and RACQ members to promote the business and member benefits of our commitment to reconciliation.	June 2023	General Manager Corporate Communications
	• Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	July 2023	Head of Organisational Development
	• Explore opportunities to positively influence our external stakeholders, for example key suppliers and third-party contractors to drive reconciliation outcomes.	August 2023	General Manager Finance Performance Management
	• Collaborate with other RAP organisations and other like-minded organisations to develop ways to advance reconciliation, for example our 'sister clubs' nationally.	August 2023 August 2024	General Manager Advocacy
1.4 Promote positive race relations through anti-discrimination strategies.	• Maintain ongoing review of workplace policies and procedures to identify enhancements to existing anti-discrimination provisions and future needs.	June 2023 June 2024	General Manager Employee Relations and Corporate Legal
	• Engage with Aboriginal and Torres Strait Islander employees to review existing policies and procedures in relation to accessing cultural observance leave.	June 2023 June 2024	General Manager Employee Relations and Corporate Legal
	• Review, update and communicate our anti-discrimination policy annually.	June 2023 June 2024	General Manager Employee Relations and Corporate Legal
	• Engage with Aboriginal and/or Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2023 June 2024	General Manager Employee Relations and Corporate Legal
	• Educate senior leaders and our people on the effects of racism.	August 2023	Head of Organisational Development
	• Share anti-discrimination educational resources with all employees.	August 2023 August 2024	General Manager Employee Relations and Corporate Legal
1.5 Maintain and strengthen partnerships and projects with Aboriginal and Torres Strait Islander communities	• Aim to award two RACQ Foundation community grants to Aboriginal and Torres Strait Islander communities per year.	September 2023 September 2024	General Manager Advocacy
	• Deliver one Community Assistance Project per year.	September 2023 September 2024	General Manager Advocacy



Wulgurukaba Elder Uncle Brenton at RACQ's Townsville store



Respect

Knowing that inclusion and respect underpin positive relationships, RACQ has always been proactive in acknowledging Australia's First Peoples and paying respect to their cultures.

Our formal gatherings continue to include an Acknowledgement of Country and some of our projects require liaison with local Aboriginal Land Councils for local Elders to provide a Welcome to Country.

This RAP provides the opportunity to continue our journey in learning about Aboriginal and Torres Strait Islander peoples, cultures and heritage.

We believe that understanding cultural differences and similarities is crucial in valuing diversity, accepting the complexities of our society and appreciating the richness of Australia's Aboriginal and Torres Strait Islander heritage.

- This means:
- Increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
 - Demonstrating respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
 - Building respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.



Respect			
One of the key focus areas of this Innovate RAP is to strengthen the cultural learning programs that were developed during our previous Reflect RAP. We will extend training more broadly to lift the level of understanding and respect of Aboriginal and Torres Strait Islander histories and cultures.			
Action	Deliverable	Timeline	Responsibility
2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Maintain ongoing review of cultural learning needs within our organisation.	February 2023	Head of Talent Delivery
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2023	Head of Talent Delivery
	• Develop, implement and communicate a cultural learning strategy for our employees, including an understanding of the Uluru Statement from the Heart.	August 2023	Head of Talent Delivery
	• Provide opportunities for RAP Working Group members, HR managers and other key leaders to participate in formal and structured cultural learning.	August 2023	Head of Talent Delivery
2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Head of Organisational Development
	• Continue to invite a local Traditional Owners/Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	September 2023 September 2024	General Manager Advocacy
	• Include an Acknowledgement of Country at the commencement of important meetings.	June 2023	Group Executive Member and Community
	• Encourage RACQ Leaders to deliver an Acknowledgement of Country when they are hosting external events.	June 2023	Group Executive Member and Community
	• Introduce Aboriginal and Torres Strait Islander 'desk flags' in all Retail Stores and across RACQ sites.	February 2023	Group Executive Member and Community
2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	June 2023 June 2024	General Manager Employee Relations and Corporate Legal
	• Promote and encourage employees to participate in: <ul style="list-style-type: none">▪ RACQ-hosted events during NAIDOC Week – virtual and/or face-to-face.▪ External NAIDOC events.▪ Community NAIDOC events.	July 2023 July 2024	Group Executive Member and Community
	• RAP Working Group to participate in an external NAIDOC Week event.	July 2023 July 2024	Group Executive Member and Community
	• Partner with Aboriginal and Torres Strait Islander peoples/organisations to support community NAIDOC Week events.	July 2023 July 2024	Group Executive Member and Community
2.4 Increase understanding of Aboriginal and Torres Strait Islander cultures through our external education programs.	• Provide opportunities for RACQ employees to observe our education program being delivered in both Aboriginal and Torres Strait Islander and non-Indigenous primary and secondary schools to increase their cultural learning.	September 2023 September 2024	General Manager Advocacy
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, where possible, on the development and implementation of a cultural learning strategy for the students we will be teaching.	June 2023	General Manager Advocacy
	• Share cultural learning strategy and resources with all education employees to implement in their teaching practice.	June 2023	General Manager Advocacy



Denaya Carney from Ayr State High School with RACQ staff member Catherine Shatkowski handing over a fuel voucher as part of the ARTIE Program

Opportunities

As a member-based and ISO-certified organisation, we have been paying special attention to opportunities that can enhance our services, inform our understanding and facilitate our continuous learning. We have created opportunities for collaboration with Aboriginal and Torres Strait Islander peoples. For example, we have engaged Supply Nation certified Aboriginal and Torres Strait Islander contractors such as artists and graphic designers to assist us.

RACQ believes that creating opportunities for Aboriginal and Torres Strait Island peoples' economic development is a crucial step towards economic independence, which will address the long-term structural barriers experienced by First Australians. We highly value the importance of a diverse and inclusive workforce and increased supplier diversity, as they provide many advantages for both the Aboriginal and Torres Strait Islander peoples and community and the organisation employing them.

- This means:
- Developing greater levels of cultural awareness and competence within the organisation, so that we are in a better position to implement more employment opportunities for Aboriginal and Torres Strait Islander peoples.
 - Improving employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
 - Increasing Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
 - Ensuring that internal recruitment, procurement, retention and professional development processes don't present any barriers for Aboriginal and Torres Strait Islander peoples.

Opportunities

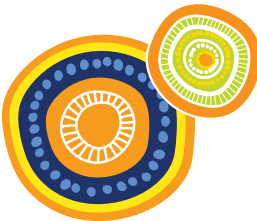
One of the key focus areas of this Innovate RAP is to develop approaches to reduce barriers to employment and procurement. At RACQ we see the development of Aboriginal and Torres Strait Islander employees as well as the increase to the number of Aboriginal and Torres Strait Islander peoples in our workforce, as a core part of our overall approach to a more inclusive and diverse workforce. We also know that sourcing a greater number of Aboriginal and Torres Strait Islander suppliers is a great way to have a positive economic impact on Aboriginal and Torres Strait Islander communities. By creating these opportunities within our organisation we will deliver more diverse and inclusive products and services to our members and partners. Additionally, we seek to ensure that we identify and remove barriers that make our products and services inaccessible to Aboriginal and Torres Strait Islander customers. We also seek to ensure we establish and maintain effective governance of the RAP Working Group (RWG) and appropriate support for effective implementation of our RAP commitments.

Action	Deliverable	Timeline	Responsibility
3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Ensure the inclusion of one First Nations employee to join Advisory Panel Committee (Advisory Panel reviews Community Grants and provides recommendations to the Foundation Board for funding).	January 2023	General Manager Advocacy
	• Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	July 2023 July 2024	Head of Talent Delivery
	• Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	August 2023	Head of Talent Delivery
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2024	Head of Talent Delivery
	• Work together with our education partner, ARTIE Academy, to both source and secure Aboriginal and Torres Strait Islander school leavers for entry-level roles at RACQ.	December 2023	General Manager Advocacy Head of Talent Delivery
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and candidates.	June 2023	Head of Talent Delivery
	• Include a statement in recruitment advertising that encourages Aboriginal and Torres Strait Islander peoples to apply.	December 2022	Head of Talent Delivery
	• Regularly review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2023 June 2024	Head of Talent Delivery General Manager Employee Relations and Corporate Legal
	• Increase the percentage of Aboriginal and Torres Strait Islander employees in our workforce to 2% by September 2024 .	September 2024	Head of Talent Delivery
3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2023	General Manager Finance Performance Management
	• Review potential of Supply Nation membership.	August 2024	General Manager Finance Performance Management
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	October 2023	General Manager Finance Performance Management
	• Develop documentation on how to engage with Aboriginal and Torres Strait Islander suppliers and partners in our supply chain.	October 2023	General Manager Finance Performance Management
	• Identify existing and increase new Aboriginal and Torres Strait Islander businesses in our supply chain.	October 2023	General Manager Finance Performance Management
	• Continue to review and update procurement practices, whilst seeking input from Aboriginal and Torres Strait Islander businesses, stakeholders and employees to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2023	General Manager Finance Performance Management
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2023	General Manager Finance Performance Management
	• Develop appropriate reporting to capture value of Aboriginal and Torres Strait Islander procurement.	October 2023	General Manager Finance Performance Management

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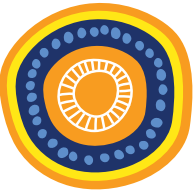
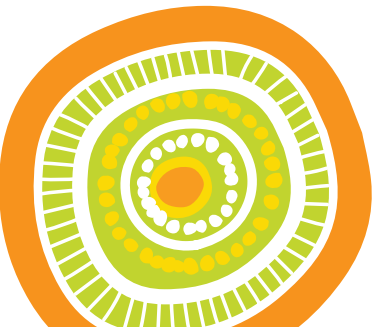


RACQ's Education Team at the Crossing Cultures Intelligence workshop, presented by the Queensland Department of Education.



Opportunities continued

Action	Deliverable	Timeline	Responsibility
3.3 Increase the accessibility of RACQ products and services for Aboriginal and Torres Strait Islander customers.	• Work with First Nations organisations and stakeholders to identify current or potential barriers for Aboriginal and Torres Strait Islander peoples accessing our services and products.	September 2024	Group Executive Member and Community General Manager Advocacy
	• Investigate and implement processes to remove these barriers as identified above.	September 2024	Group Executive Member and Community
	• As part of RACQ's ongoing product and simplification process, review and, where possible, simplify products and services to allow greater access for Aboriginal and Torres Strait Islander customers.	September 2024	Group Executive Member and Community
3.4 Continue to provide opportunities for First Nations communities through our education programs.	• Review sponsorship of ARTIE Academy Driver Licensing program.	February 2023	General Manager Advocacy
	• The RACQ Education Team to deliver our education programs to a minimum of 15 schools each year which are either ARTIE-associated schools or have a large number of Aboriginal and Torres Strait Islander students.	December 2022 December 2023	General Manager Advocacy





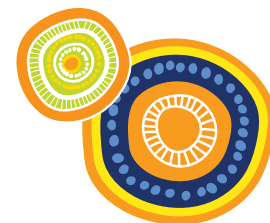
Australian Aboriginal flag based at the front of RACQ's Eight Mile Plains office

Governance

RACQ is committed to operating its business with integrity and to high standards of corporate governance practice through ethical conduct by all directors and employees of RACQ. Directors and management are accountable for maintaining a corporate culture that aligns with RACQ's vision and values.

This means:

- Establishing and maintaining an effective RAP Working Group (RWG) to drive governance of the RAP.
- Providing appropriate support for effective implementation of RAP commitments.
- Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.
- Continue our reconciliation journey by developing our next RAP.



Governance

Our approach to developing consultation and governance processes that are authentic and effective will continue. Robust approaches to inform and guide the development of our Innovate RAP remain key to delivering on our commitments to the organisation, our members and the community.

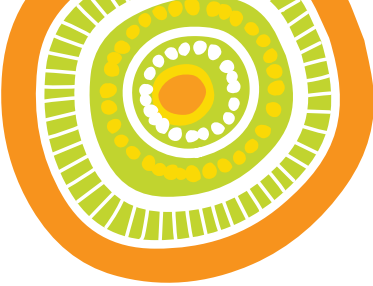
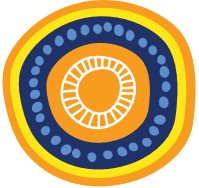
Action	Deliverable	Timeline	Responsibility
4.1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October 2022 November 2022 February 2023 April 2023 June 2023 August 2023 October 2023 December 2023 February 2024 April 2024 June 2024 August 2024	Group Executive Member and Community
	• Review and apply a Terms of Reference for the RWG.	December 2022	Head of Organisational Development
	• Meet at least six times per year to drive and monitor RAP implementation.	October 2022 November 2022 February 2023 April 2023 June 2023 August 2023 October 2023 December 2023 February 2024 April 2024 June 2024 August 2024	Group Executive Member and Community
4.2 Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	February 2023	Group Executive Member and Community
	• Engage our senior leaders and other employees in the delivery of RAP commitments.	February 2023	Group Executive Member and Community
	• Maintain appropriate systems to track, measure and report on RAP commitments.	February 2023	Group Executive Member and Community
	• Maintain an internal RAP Champion from senior management.	July 2023 July 2024	Group Executive Member and Community

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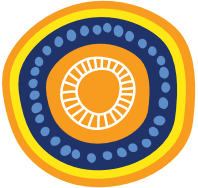


RACQ Foundation volunteers chatting with Aunty Hope in Yarrabah



Governance continued

Action	Deliverable	Timeline	Responsibility
4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023 August 2024	Head of Organisational Development
	• Complete and submit the online RAP Impact Measurement Questionnaire annually.	September 2023 September 2024	Head of Organisational Development
	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023 June 2024	Head of Organisational Development
	• Report RAP progress to all employees and senior leaders quarterly.	October 2022 January, April, July, October 2023 January, April, July 2024	General Manager Corporate Communications
	• Publicly report our RAP achievements, challenges and learnings annually.	August 2023 August 2024	Group Executive Member and Community
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Head of Organisational Development
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2024	Head of Organisational Development
4.4 Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	February 2024	Head of Organisational Development



Contact details

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